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Thomas Planning Services, Inc.

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WEST MAIN ROAD, LITTLE COMPTON, RHODE ISLAND 02837
(401) 635-2862

August 19, 1981

REPLY TO:

Matthew Coogan, Project Director
Downtown Crossing
Boston Redevelopment Authority
City Hall
Boston, MA

BOSTON PUBLIC LIBRARY

Dear Mr. Coogan:

Thomas Planning Services is interested in being considered for land use urban design analysis of Downtown Crossing as advertised in the Boston Globe. We understand that the study objectives are to:

- improve the design of the area,
- make it more attractive for pedestrians,
- develop design guidelines,
- extend the Automobile Restricted Zone,
- increase safety and activity,
- identify and address land use issues resulting from the guidelines of the economic study.

Our firm offers professional planning services which can meet these objectives. Our qualifications, experience and available personnel are described in the attached qualification statement.

If selected to respond, we will include as members of our team Southworth and Southworth, Urban Design and Architects, and William Pressley, Landscape Architect. Relevant experience of Southworth and Southworth includes the Detroit Central Business District Study and the Boston 200 Discovery Network Plan. Michael Southworth is co-author with Kevin Lynch of Managing the Urban Strip. William Pressley has worked on Quincy Market and is currently working on related design projects in Park Square, the Naval Hospital Site in Chelsea and the Boston Naval Shipyard at Charlestown. He is also working with us on the Chelsea Waterfront Design Study.

Downtown
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Matthew Coogan, Project Director
Downtown Crossing
Boston Redevelopment Authority
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Projects of the staff and our associates on problems similar in scope to your proposed study include Burlington, Detroit, Marlborough, and business areas in Cambridge, Lowell and Boston.

We feel that our firm is qualified for the work to be performed in this study because of the special knowledge the staff and its associated professionals have with downtown Boston and the task requirements. We would welcome the opportunity to respond to a request for proposal.

Sincerely,

THOMAS PLANNING SERVICES

Carol Thomas
(Mrs.) Carol J. Thomas
President

CJT:eg

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QUALIFICATIONS STATEMENT FOR PLANNING AND RELATED DESIGN SERVICES

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INTRODUCTION

Thomas Planning Services, Inc., was organized in May of 1978 to offer services in the fields of community and environmental planning and development. Prior to the formation of our firm, the principals performed these services first as Thomas Associates, Community Planners, of Wayland, Massachusetts and then as the Thomas Associates Division of Universal Engineering Corporation of Boston.

The firm consists of fully qualified and recognized professional planners with particular competence in community and environmental planning, land use, administrative and implementation specialties. We also offer real estate, design and development services to the private client desirous of a professional, coordinated development package.

Professional engineers, environmentalists, architects, urban designers and real estate specialists are available and work with the firm when the need calls for these related design services.

Our main offices are at 419 Boylston Street in Boston's Back Bay, well situated to regional transportation, education and government resources and the specialists we call upon to meet the needs of particular efforts. We maintain a working planning library of nearly 2000 titles which are available for all projects and for the use of our clients.

For our Rhode Island and Southeastern Massachusetts clients we maintain an office in Little Compton, Rhode Island.

FIELDS OF ACTIVITY

Thomas Planning Services offers professional planning assistance and training in land use, environment, administration and plan implementation.

Services include complete comprehensive plans for cities and towns of varying size, including land use, environmental, demographic and economic elements; inventory, analysis, goal setting; recommendations; implementation and programs for citizen participation.

Research, project planning and studies relate to development, emergency preparedness planning, energy conservation, growth management, design and major plan elements.

We also prepare concept and design plans for public and private clients. These plans include site design and land use, building placement, vehicular and pedestrian circulation, development phasing, construction and architectural guidelines and other controls such as covenants and deed restrictions. For the private client plans and supporting documents are made ready for presentation to local review boards, and liaison established with these and other public agencies. Development packaging and obtaining agency approvals is often included in these services.

The following pages describe the firm's activities in more detail.

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MUNICIPAL PLANNING

MASTER PLANS-

Comprehensive plans have been developed to guide the growth and development of communities, including traditional elements, goals and objectives, inventory and analysis, plans, policies and programs, implementation and evaluation. These plans include population projections, land use plans and facility plans to serve the projected population.

MASTER PLAN UP-DATING-

Comprehensive plans are updated on a regular basis by our staff. We also provide guidance to communities seeking to perform the up-dating of comprehensive plans with volunteers and/or staff. Periodically, and at the time the master plan is updated, all past prepared reports for a community are viewed for content, validity, and relation to other plans. This inventory and analysis step is prepared in a format which can be maintained in a current state.

LAND USE STUDIES-

Land use studies are performed for entire communities, specific areas or sites. Downtown, commercial areas and waterfront studies have been performed by the firm alone and in conjunction with Southworth and Southworth, Colin Lindberg, AIA, William Pressley and Moriece and Gary, Inc. Land use studies have also been conducted for natural resource areas, tourism, industrial parks, large land holdings, re-use options, large and small communities and regions.

HOUSING STUDIES-

Detailed housing needs studies have been prepared for the generation, implementation and management of a variety of housing programs, including rehabilitation grants and loans, HUD 312 loans, leased housing and private, non-profit and public housing construction. Apartment, condominium, housing condition and rehabilitation studies and plans for low and moderate income groups have also been conducted.

SOCIO-ECONOMIC STUDIES-

In collaboration with other experts, staff members have prepared planning, feasibility and neighborhood studies which have involved analysis of socio-economic indicators, the definition of social problems, the roles of community facilities and services and the appropriateness of alternatives such as multi-use of educational facilities.

OPEN SPACE AND RECREATION PLANS-

Open space and recreation plans involve the inventory and analysis of existing open space and recreation facilities; rating them against accepted standards, community needs and open space and recreation objectives; developing plans and implementing strategies for various open space components. Emphasis is given to multiple use facilities, re-use of existing facilities, growth shaping and management policies expressed through open space programs and the conservation of natural assets such as riverfronts and agricultural holdings.

TRAFFIC/TRANSPORTATION STUDIES-

Since zoning is still an imperfect regulator of growth, some areas of communities grow faster than the provision of adequate municipal facilities, streets and highways in particular. Various studies have been conducted to increase roadway capacity and safety, reduce commercial blight, encourage non-vehicular traffic and simultaneously stimulate business. We call on specialists in design and engineering capacities for these types of studies.

URBAN DESIGN AND MUNICIPAL FACILITY PLANS-

As a part of comprehensive plans and as special studies, school, park, playground, cemetery and community building studies, urban waterfront development plans, marine economic research, design and park impact studies have been conducted by our staff.

INDUSTRIAL DEVELOPMENT-

We have prepared industrial development studies for municipalities including site location studies, site analysis, land use controls and implementation.

WATERFRONT STUDIES-

Many communities are realizing lost assets in their urban waterfronts. Underutilized and neglected, those potential tax producing areas are now undergoing a rediscovery. We have participated in planning studies for river fronts; Boston waterfronts; the Lake Champlain waterfront in Burlington, Vermont and most recently the Chelsea and Mill Creek waterfronts in Chelsea, MA. Each area presented unique opportunities for the community to increase public access to the waterfront, jobs, tax revenue, improved circulation and public safety.

CONTINUING SERVICES-

Planning advice on an "on-call" or on an "as-authorized" basis drawing from a fixed budget agreed on in advance is performed. This applies to matters such as routine planning problems, planning office administration and management advice, review of pending legislation, and the handling of day-to-day affairs for Planning Boards with minimal inhouse assistance.

CONCEPT DEVELOPMENT-

Initial concepts are developed with emphasis on an interdisciplinary approach, attention to pertinent regulations, necessary permits and coordination with ultimate implementing agencies.

DESIGN SERVICES-

Preliminary preparation and detailed design plans and cost estimates are prepared. On larger projects, progress submissions and periodic reviews are customarily made with the client to assure the project output meets the client's requirements.

REVITALIZATION STUDIES-

Many older communities have areas, notably downtowns, which require public and private action for refurbishing and revitalization. Plans are developed for this purpose and at the same time to preserve historic sites and significant buildings. Design guidelines are included to assure interesting and compatible development.

IMPLEMENTATION AND MANAGEMENT STUDIES

One of our particular specialties involves land use controls which we have developed for both public and private clients. Specific types described on the following pages are flexible zoning including cluster zoning, planned unit development and transfer of development rights; flood plain/watershed protection; subdivision regulations; parking regulations, environmental regulations and management; design guidelines, financial methods and planning education.

FLEXIBLE ZONING-

This term refers to cluster zoning, planned unit development, design and development districts, transfer of development rights and other flexible controls over land development. These controls are designed to satisfy the traditional criteria of existing state enabling acts while providing the flexibility to meet the environmental and economic sensitivities of today. The firm has advanced the development of these controls and adapted them to varying situations.

FLOOD PLAIN/WATERSHED PROTECTION-

This type of project involves the determination of flood plain and watershed protection areas and the preparation of zoning regulations and maps. Source data have included map interpretation, field analysis and local public records with local input. Meetings with Town Boards and private groups and public hearings are included in the process. Since many communities now participate in the HUD Flood Insurance program, we adapt local regulations to conform with the program's requirements.

SUBDIVISION REGULATIONS-

Like zoning, subdivision regulations in recent years have been the focus of considerable revision. The purpose is usually to include the most up-to-date standards while encouraging good and innovative land development design. Reliance on subdivision regulations as vehicles for disclosure of environmental impacts of developments has also been increasing. Firm members have lead in the development of these innovations.

SUBDIVISION REVIEW-

Communities lacking professional staff to review incoming development proposals often need timely documented appraisals of the compliance of these proposals with local regulations. The use of a professional outside opinion, paid through ordinance procedures by the applicant, can assure all parties of an expeditious review process, even in large or particularly complex cases. The firm has provided this service for many smaller municipalities.

PARKING REGULATIONS-

These regulations deal with the placement, design, materials and construction of off-street parking and loading areas for higher density residential development, shopping centers and commercial areas, and industrial buildings and complexes. We have prepared these regulations in zoning bylaws and as separate local regulations.

SIGN REGULATIONS-

The often thorny issue of on-premise advertising signs requires sensitive treatment. Placement, design and dimensional characteristics of business, commercial and industrial identification and advertising signs can be regulated either in zoning bylaws and ordinances or in separate sign control regulations. These can be simple, across-the-board regulations or contain detailed placement and design standards for various types of conditions. Each type has been developed by the staff.

WASTEWATER MANAGEMENT-

Our staff has prepared all planning requirements under PL 92-500 and its amendments; environmental assessments and impact statements; sewer use ordinances, industrial pretreatment programs, user charge systems and industrial cost recovery studies.

ENVIRONMENTAL REGULATIONS-

Many communities desire regulations to protect the environment by regulating developments which do not fall under Federal and State regulations. We prepare by-laws and ordinance provisions to close this gap.

DESIGN GUIDELINES-

Design guidelines have been prepared for urban waterfronts, downtowns, commercial areas, designated historic areas and for the preservation of community characteristics and identified assets.

FINANCING METHODS-

Financial mechanisms are developed including grant application, processing and administration, cost allocation and recovery systems, rate studies to operate public facilities on a paying basis, and private development funding mechanisms to assure cash flow for successful project completion.

PROJECT MANAGEMENT-

Direction is given programs and projects of a size or nature requiring the services of more than one firm or discipline, such as architects, landscape architects, engineers, lawyers, public administrators, financial and housing specialists, private developers.

SPECIAL SERVICES-

Services also include expert testimony on behalf of a client; administrative and office management services; routine planning advisory services "on-call"; planning and environmental field services; design and conduct of interdisciplinary studies.

EDUCATIONAL SERVICES-

Educational materials are designed, courses and workshops conducted, texts, manuals, speeches, newspaper, magazine and journal articles prepared; surveys designed, conducted and analyzed, and public participation elements for planning and related studies developed; original design and research studies are performed.

SPECIAL STUDIES

EMERGENCY PREPAREDNESS PLANS-

We have developed a capability to prepare emergency preparedness plans for municipalities and regional authorities. These plans coordinate the actions of all agencies responding to a particular disaster incident. Fire, police, ambulance and rescue, public works, utilities and civil defense agencies thus can be coordinated by a single pre-tested plan. Procedures to be followed by each agency are known to all other agencies and a single command post is established to coordinate response. These plans are geared to more frequently occurring incidents such as hazardous materials spills and can be adapted to other situations.

ENVIRONMENTAL REPORTS-

Independently and with specialized assistance, the staff has prepared environmental assessment and impact statements; developed local environmental management procedures including growth controls, local environmental disclosure requirements, resource conservation and management strategies.

MUNICIPAL IMPACT STUDIES-

A wide background of studies on the impact of change on communities has been developed, including numerous residential and apartment studies, the evaluation of land use options and reuse alternatives on various levels of government and differing magnitudes of projects. Representative types include new towns, planned unit developments, apartment vs. single family residence, cluster and mixed development, housing under Massachusetts Chapter 774, mobile homes and relocatable housing, large scale subdivisions, urban renewal and industrial parks. Related studies include cost-benefit studies, real estate studies, private financing, inter-governmental relations and administration.

ENERGY PLANNING SERVICES-

Comprehensive energy plans and management programs are developed including identification of local energy supply opportunities, land use practices, thermal efficiency standards and solar access.

PAST AND PRESENT CLIENTS

A list of agencies for or with whom we have performed advisory services and studies include:

FEDERAL GOVERNMENT:

Environmental Protection Agency
Department of Housing and Urban Development
Department of Transportation

STATE OF MASSACHUSETTS:

Department of Community Affairs
Massachusetts Historical Commission
Department of Public Works

MASSACHUSETTS MUNICIPALITIES:

Acton	Hanson	Shrewsbury
Berlin	Hawley	Southborough
Bolton	Hudson	Stow
Boxford	Lunenburg	Sudbury
Chelsea	Mansfield	Topsfield
Danvers	Marlborough	Upton
East Bridgewater	Maynard	Wenham
Fall River	North Reading	West Newbury
Freetown	Paxton	Weymouth
Georgetown	Princeton	Whitman
Grafton	Reading	Williamstown
Hampden	Rowley	Wilmington
Hanover	Sharon	Yarmouth

OTHER MUNICIPALITIES:

Burlington, VT
Cranston, RI
East Providence, RI
Newton, NH
Southampton, NY
Windham, NH

PRIVATE AND INSTITUTIONAL:

Colin Lindberg, AIA, Burlington, VT
Cosmopolitan Engineering, Boston, MA
Leo Management, Hopkinton, MA
Marshall Kaplan, Gans and Kahn, San Francisco, CA
Massachusetts Federation of Planning Boards,
Braintree, MA
Raytheon Ocean Systems Company, Newport, RI
Southern New England Marine Economic Research Project,
University of Rhode Island
The Rouse Company, Columbia, MD

STUDIES AND PROJECTS

We have prepared numerous studies for the clients listed on the previous page and maintain a working library to draw on as a resource and for improving and refining future studies. The following is a representative list of studies and projects.

Comprehensive Plans and Updates (Mansfield, Marlborough, Williamstown, Massachusetts; Southampton, NY; Burlington, Vermont)

Land Use Studies (Southern New England Marine Economic Research Project, Cranston, Rhode Island; Chelsea, Fall River, Marlborough, Massachusetts; Rouse Corporation)

Project Area Plans

Downtown Studies (Hudson, Burlington, Vermont)

Highway Business Areas (Acton, Williamstown)

Waterfront Studies (Boston and Chelsea, Massachusetts and Burlington, Vermont)

Housing

Neighborhood Analysis (Hudson; Burlington, Vermont)

Housing Condition and Structural Analysis (Fall River, Freetown)

Housing Needs Studies (Rowley, Williamstown)

Evaluation of Low and Moderate Income Housing Programs (Wilmington, West Newbury)

Apartment Studies (Hudson, Marlborough, Maynard, Weymouth)

Condominium Documents (Shadow Farm, Rowley)

Residential Land Development (Planned Unit Developments)

Municipal Facilities and Services

Municipal Impact Studies (Marlborough, Maynard, Hudson, Sudbury, Weymouth)

Parking and Sign Regulations (Acton, Grafton, Yarmouth)

Traffic/Circulation Studies (Williamstown, Wilmington)

Open Space Recreation Studies (Hudson, Wenham)

Wastewater Management Planning (Cranston and East Providence, Rhode Island)

Land Use Controls

Zoning and Subdivision Regulations (Acton, Danvers, Chelsea, Grafton, Hudson, Lunenburg, Rowley, Sharon, West Newbury, Williamstown, Wilmington)

Subdivision Review (Freetown, West Newbury, Williamstown)

Environmental Review Regulations (Hanover, Weymouth, Williamstown)

Flood Plain Zoning (Wenham, West Newbury)

Other Representative Projects

Historical Surveys (Freetown, Hudson)

Capital Improvement Programs (Williamstown, Newton)

Grant Applications (Freetown, Georgetown, and Williamstown, Massachusetts, and Cranston, Rhode Island)

Non-residential Land Development (Shopping Center, parking garage)

Environmental Impact Studies (Massachusetts, Rhode Island)

Planning Workshops (Department of Community Affairs, HUD, Department of Agriculture)

Design Studies (Hudson, Chelsea)

RELATED DESIGN SERVICES

In the conduct of studies pertaining to complex urban design, engineering and environmental problems, the firm draws on qualified and respected specialists, as necessary, whose resumes and brochures are available on request. We also provide planning support for these various specialists.

AFFIRMATIVE ACTION STATEMENT

The firm is certified as a "Women Owned Business" and follows all pertinent Federal and State regulations regarding the hiring and treatment of employees without regard to race, religion, color, age, sex, national origin, marital status, physical handicap or political belief.

Our chief executive officer and principal planner is female. While permanently employing no other minorities, we have informal arrangements with qualified and experienced professional and design specialists whom we call upon for assistance as each project merits, some of whom also happen to be minority group members.

CAROL J. THOMAS
PRESIDENT

EDUCATION: Vassar College, Syracuse University, A.B., (cum laude), Political Science, 1948; University of Connecticut, M.A., Public Administration, 1950; Massachusetts Institute of Technology, Course in City Planning, 1950-1951.

PROFESSIONAL SOCIETIES: American Planning Association (past President of New England Chapter), American Institute of Certified Planners (past President of New England Chapter), Massachusetts Federation of Planning Boards (former Director), Massachusetts Consulting Planners, Massachusetts Conference of Planning Directors.

PROFESSIONAL EXPERIENCE: 1978-Present: President, Thomas Planning Services. 1969-1978: Director, Thomas Associates Division of Universal Engineering Corporation, Boston, Massachusetts. 1961-1969: President and Treasurer, Thomas Associates, Community Planners. 1958-1961: Partner, Sonthoff and Thomas, Community Planners. 1950-1958: Planning services for various Planning Consultants (Arthur Comey, Nord Davis, Burnham Kelly, Allen Benjamin). Former Planning Board member, Town of Arlington, Massachusetts. Areas of planning experience include comprehensive planning, cost impact studies, interpretation of soils for urban planning, land use controls, and planning education.

PROFESSIONAL TEACHING: 1975-Present: Lecturer in City Planning, Harvard University, Graduate School of Design. 1964-Present: Faculty member, various planning programs including the University of Rhode Island (curriculum in Community Planning and Area Development), and Boston State College.

SELECTED PUBLICATIONS: "How To Update Small Town Master Plans", with David Emilita in the July 1980 Planning magazine, published by the American Planning Association; "Objectives, Opportunities and Requirements of the New Zoning Act: Guidelines for Local Conformance", with Alexander Zaleski, Cooperative Extension Service, University of Massachusetts, United States Department of Agriculture and County Extension Services, September 1977. "Demystifying PUD", with David Emilita, Journal of the Boston Architectural Center, Spring 1974. "Guide for Lot Size Determination for Single Family Dwellings", with Stephen Zayach, in The Planners Handbook, Massachusetts Federation of Planning Boards, Braintree, Massachusetts, 1972. "The Uses of Soil Studies in Urban Planning", The Massachusetts Heritage, Cooperative Extension Service, University of Massachusetts in cooperation with the United States Department of Agriculture, 1972. "Planned Unit Development", with David Emilita, Massachusetts Federation of Planning Boards, 1971. "Use of Soil Surveys by a Planning Consultant", in Soil Surveys and Land Use Planning, Soil Science Society of America and American Society of Agronomy, 1966. "Effectuation of Soils Interpretation", Volume II, Massachusetts Department of Commerce and the United States Department of Agriculture, 1963. In preparation: "Land Use Issues", Chapter in the Massachusetts Guidebook and "Planning Commissioner's Guide To The Law", with Donald Connors, Esquire, for publication by the American Planning Association.

BIOGRAPHICAL LISTINGS: Who's Who in American Women, Who's Who in the East, Who's Who in Finance and Industry, the 2000 Women of Distinction, The Dictionary of International Biography.

AWARDS: Distinguished Service Award, New England Chapter American Institute of Planners; Award of Merit, Massachusetts Federation of Planning Boards.

DAVID J.S. EMILITA
ENVIRONMENTAL PLANNER

EDUCATION: Rutgers University, B.A., in Sociology with City Planning Option, 1966. University of Rhode Island, M.C.P. in Community Planning and Area Development, 1969 (First Annual Outstanding Student Award). EPA Short Course: Air Pollution for Planners, 1974.

PROFESSIONAL SOCIETIES: American Institute of Certified Planners.

PROFESSIONAL EXPERIENCE: 1978-present: Environmental Planner, Thomas Planning Services, 1970-1978: Senior Planner, Universal Engineering Corporation, Boston, Massachusetts. Planning and environmental consulting to Federal and State agencies and New England cities and towns ranging in population from 2,000 to 100,000. Responsibility for project planning, grant applications, client liaison, subconsultant coordination, report preparation, oral and graphic presentation and supervision of drafting and technical assistants.

Areas of planning experience include: goal, objective and policy statements; existing plan evaluation; community renewal, industrial, downtown, commercial area, waterfront and new community planning. Also, apartment and mobile home studies; evaluation of alternative development plans; subdivision and site plan review, preparation of zoning and subdivision controls and other tools of implementation, especially for the smaller community.

Areas of environmental and design experience include: environmental impact statements; wastewater facility planning, including industrial cost recovery, user charges, and sewer regulations; drainage, erosion and sedimentation control studies; highway lighting, signing and noise abatement design.

1969: VISTA, Denver, Colorado Public School System. Assisting Black and Chicano minority groups with community and secondary education problems at Manual High School.

1966-67: Assistant Planner, Suffolk County, New York Planning Department. Survey and analysis of various elements of the Bi-County Comprehensive Plan.

SELECTED PUBLICATIONS: "How To Update Small Town Master Plans", with Carol Thomas in the July 1980 Planning magazine, published by the American Planning Association; "Demystifying PUD", in the Journal of the Boston Architectural Center Spring 1974; author/consultant, Planners Handbook, Massachusetts Federation of Planning Boards, 1972; "Planned Unit Development", with Carol Thomas, Massachusetts Federation of Planning Boards, 1971. Master's Thesis (unpub.), "A Study of Suburban Commercial Overzoning: Suffolk County, N.Y.", A qualitative and quantitative analysis of existing commercially zoned areas in a county of 1,000,000 population, and a predictive technique to determine ranges of future commercial and land area need by population and land use trends.

BIOGRAPHICAL LISTINGS: Who's Who in the East, 16th edition.

Mr. Emilita is the Chairman of the Little Compton, (RI) Planning Board and is also the Treasurer of Thomas Planning Services, Inc.

CHARLES J. THOMAS
URBAN PLANNER

EDUCATION: Massachusetts Institute of Technology, B.S., Political Science, 1968; University of Rhode Island, M.C.P. in Community Planning and Area Development, 1970.

PROFESSIONAL SOCIETIES: Conference of Massachusetts Planning Directors (Chairman 1972-73 and 1973-74); American Planning Association (Director, Massachusetts Section, AIP, 1976-78) (Planning Policy Coordinator, New England Chapter, AIP, 1974-75); Urban Land Institute; American Institute of Certified Planners; American Public Works Association.

PROFESSIONAL EXPERIENCE: 1978-present: Commissioner of Public Works, Newton, Massachusetts. Responsible for the direction of the Department of Public Works, including preparation of annual budget, major equipment purchases and personnel management. Departmental functions include: rubbish collection, street maintenance, forestry, street sweeping, storm drains, construction and maintenance, traffic controls and snow/ice control, sewers.

1973-1978: Director of Planning and Development, Newton, Massachusetts. Responsible for the direction of planning, community development, urban renewal and housing programs for a Boston suburb of 90,000 people. Duties included directing staff of nineteen in comprehensive planning, zoning administration and provision of technical assistance to the Mayor and Board of Alderman. Under a departmental reorganization effective July 1, 1976, assumed responsibility for urban renewal, housing construction and administration of the City's community development program, including additional staff of seven. Directed successful programs in 701 Comprehensive Planning and Management, federal aids reconnaissance, neighborhood development, citizen participation, capital improvement and the preparation of a variety of technical studies.

1970-1973: Planning Director, Wellesley, Massachusetts. Responsibilities as Planning Director included the administration of the Planning Board office and staff, preparation of studies, zoning proposals and land use analyses, review of subdivision and site plans submitted for Planning Board approval, the preparation of applications for state and federal approval of local projects, the development of the long-range planning program and the preparation of the Planning Board Budget.

1970: Junior Planner, Newton, Massachusetts. Duties included the preparation of an open space plan and an implementation program for a comprehensive open space and recreation plan, preparation of proposals for flood plain and watershed protection zoning, and analyses of land use and zoning proposals.

Mr. Thomas is also a Director of Thomas Planning Services, Inc.

MARK V. DULBEA

ENERGY AND LAND USE PLANNER

EDUCATION: Boston College, School of Management: B.S., 1962; University of Rhode Island, M.C.P., 1968; Courses at the Boston Architectural Center, Shelter Institute, Harvard University Graduate School of Design.

PROFESSIONAL EXPERIENCE: Currently land use and energy planner. 1971-1976 Principal Planner, Cambridge. 1969-1971 Town Planner, Arlington. 1962-1968 Assistant Planner, City Development Authority, Lowell. Areas of responsibility include business district development, energy related planning and site development.

SELECTED PUBLICATIONS: Solar Installation in Greater Boston, DOE, 1977; Solar Energy Applications Center, Center for Energy Policy, Inc.

MARY KONSOLIS

PHYSICAL AND URBAN DESIGN PLANNER

EDUCATION: Wellesley College, B.A.; American Studies, 1976; Harvard University, Kennedy School of Government, Specialization in Land Use and Design, M.C.R.P., 1981.

PROFESSIONAL EXPERIENCE: Areas of responsibility are urban design, graphics, communication, research, administration and physical planning, e.g., housing plan for naval personnel at the Boston Marine Industrial Park.

SELECTED PUBLICATIONS AND STUDIES: A summary of a publication by Design Communications Collaborative for the Heritage Conservation and Recreation Service, Framingham Rail Area Development (in downtown Framingham) and "High Tech for Downtown Boston?".

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